



UMZUMBE
M U N I C I P A L I T Y

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE MUNICIPALITY OF UMZUMBE AS REPRESENTED BY MUNICIPAL MANAGER

SHAKA CELE

AND

THOLAKELE NOTHILE HLENGWA

CHIEF FINANCIAL OFFICER

EMPLOYEE FOR THE FINANCIAL YEAR

01 October 2025 – 30 JUNE 2026

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1. INTRODUCTION

- 1.1. The Employer has entered into a contract of employment with the Employee in terms of section 57(1) (a) of the Local Government: Municipal Systems Acts 32 of 2000 ("the System Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2. Section 57(1) (b) of the Systems Act, read with the Contract of Employment concluded between the parties to conclude an Annual Performance Agreement.
- 1.3. The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.4. The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.
- 1.5. In terms of Section 53 (1)(c)(iii)(cc) of the Municipal Finance Management Act 56 of 2003 (MFMA) the Mayor of a municipality must take all reasonable steps to ensure that: the annual performance agreements are concluded in accordance with section 57(2)(a) & (b) of the Municipal Systems Act No. 3 of 2022, which states that: "*(a)(i) be concluded within 60 days after commencement of service, failing which the appointment lapses: Provided that, upon good cause shown by such person to the satisfaction of the municipal council, the appointment shall not lapse; and (a)(ii) be concluded annually, thereafter, within one month after the beginning of each financial year of the municipality*"
- 1.6. Attention is also drawn to section 53(3)(b) of the MFMA which directs that: the performance agreements of the Municipal Manager and Senior Managers are made public no later than 14 days after the approval of the municipality's Service Delivery and Budget Implementation Plan (SDBIP). Copies of such performance agreements must be submitted to the council and the MEC for Local Government in the Province.

2. PURPOSE OF THIS AGREEMENT

The Purpose of this Agreement is to:

- 2.1. Comply with the provisions of Section 57(1)(b), 4(A), (4B) and (5) of the Systems Acts as well as the Contract of Employment entered into between the parties;
- 2.2. Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3. Specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4. Monitor and measure performance against set targeted outputs;

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- 2.5. Use the Performance Agreement and Performance Plan as the basis for assessing whether the Employee has met the performance expectations applicable to his/her job;
- 2.6. Appropriately reward the Employee in accordance with the Employer's Performance Management policy in the event of outstanding performance; and
- 2.7. Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1. This Agreement will commence on the 01 October 2025 and will remain in force until 30 June 2026 where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2. The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3. This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4. The content of this Agreement may be revised at any time during the above mentioned period to determine the applicability of the matters agreed upon.
- 3.5. If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4. PERFORMANCE OBJECTIVES

- 4.1. The Performance Plan (Annexure A) sets out:
 - 4.1.1. The performance objectives and targets that must be met by the Employee; and
 - 4.1.2. The time frames within which those performance objectives and targets must be met.
- 4.2. The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weighting.
- 4.3. The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which

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the work must be achieved. The weightings show the relative importance of the key objectives to each other.

- 4.4. The Employee's performance will, in addition, be measured in Terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1. The Employee agrees to participate in the Performance Management System that the Employer adopts or introduces for the Employer, management, and municipal staff of the Employer.
- 5.2. The Employee accepts that the purpose of the Performance Management System will be to provide a comprehensive system with specific performance standards to assist the Employer, management, and municipal staff to perform to the standards required.
- 5.3. The Employer will consult the Employee about the specific performance standard that will be included in the Performance Management System as applicable to the Employee.

6. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS.

- 6.1. The Employee undertakes to actively focus towards the promotion and implementation of KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.
- 6.2. The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
 - 6.2.1. The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Managerial Competencies (CMC's) respectively.
 - 6.2.2. Each area of assessment will be weighted and will contribute a specific part to the total score.
 - 6.2.3. KPA's covering the main areas of work will account for 80% and CMC's will account 20% of the final assessment.
- 6.3. The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.
- 6.4. The Employee should seek to meet the objectives and regulative standards set out in the District Development Model

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KEY PERFORMANCE AREAS (KPA'S)	WEIGHTING
Basic Service Delivery & Infrastructure Development	100
Municipal Transformation and Institutional Development	
Local Economic Development (LED)	
Municipal Financial Viability and Management	
Good Governance and Public Participation	
Cross Cutting	
Total	100

The CMCs will make the other 20% of the Employee's assessment score.

CMC's that are deemed to be most critical for the Employee's specific job should be selected from the list below as agreed to between the Employer and Employee:

LEADING COMPETENCIES		
		WEIGHT %
Strategic Direction and Leadership	Impact and Influence	
	Impact and Influence Institutional Performance	
	Management Strategic Planning and Management	
	Organisational Awareness	
People Management	Human Capital Planning and Development	
	Diversity Management	
	Employee Relations Management	
	Negotiation and Dispute Management	
Program and Project Management	Program and Project Planning and Implementation	
	Service Delivery Management	
	Program and Project Monitoring and Evaluation	
Financial Management	Budget Planning and Execution	
	Financial Strategy and Delivery	
	Financial Reporting and Monitoring	
Change Leadership	Change Vision and Strategy	
	Process Design and Improvement	
	Change Impact Monitoring and Evaluation	
Governance Leadership	Policy Formulation	
	Risk and Compliance Management	
	Cooperative Governance	
TOTAL		10%
CORE COMPETENCIES		
		WEIGHT%
Moral Competence		
Planning and Organising		
Analysis and Innovation		
Knowledge and Information Management		
Communication		
Results and Quality Focus		
TOTAL		10%

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EVALUATING PERFORMANCE

- 7.1. The Performance Plan (Annexure A) to this Agreement sets out:
 - 7.1.1. The standards and procedures for evaluating Employee's performance; and
 - 7.1.2. The intervals for the evaluation of the Employee's performance.
- 7.2. Despite the establishment of intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.
- 7.3. Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 7.4. The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.
- 7.5. As per the Provincial Cabinet Lekgotla resolution:
 - 7.5.1. Senior Management of municipalities that incurred Unauthorised, Irregular, Fruitless and Wasteful (UIFW) expenditure, do not receive performance bonuses for that particular financial year.
 - 7.5.2. Mayors of all Municipalities are to ensure the inclusion of the attainment of unqualified audit opinion (as a minimum), anything below should result in the Employee not receiving their performance bonuses for that particular year.
- 7.6. It was resolved at the Technical MuniMEC meeting held on 21 May 2020, as well as the Joint PCF that "S56 and S54" Managers to include DDM as part of their Performance Agreements. This resolution was also communicated at all 11 District Technical Hub meetings
- 7.7. The annual performance appraisal will involve:
 - 7.7.1. Assessment of the achievement of results as outlined in the Performance plan:
 - (a). Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
 - (b). An indicative rating on the five-point scale should be provided for each KPA.

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- (c). The applicable assessment rating calculator (refer to Paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.7.2. Assessment of the CMC's

- (a). Each CMC should be assessed according to the extent to which the specified standards have been met.
- (b). An indicative rating on the five-point scale should be provided for each CMC.
- (c). The applicable assessment rating calculator (refer to Paragraph 6.5.1) must then be used to add the scores and calculate a final CMC score.

7.7.3. Overall Rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such rating represents the outcomes of the performance appraisal.

- 7.8. The assessment of the performance of the Employee will be based on the following rating scale :

7.8.1. KPA's:

Level	Terminology	Description	Rating
5	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicate that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the Performance Agreement and Performance Plan and maintained this in all areas of responsibility throughout the year.	
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the Performance Agreement and Performance Plan.	

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2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/ assessment indicate that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the Performance Agreement and Performance Plan.	
1	Unacceptable Performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the Performance Agreement and Performance Plan .The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	

7.8.2. LEADING COMPETENCIES

Level	Terminology	Description	Rating
4	SUPERIOR	Structure and position the institution to local government priorities Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework Hold self accountable for strategy execution and results Provide impact and influence through building and maintaining strategic relationships Create an environment that facilitates loyalty and innovation Display a superior level of self- discipline and integrity in actions Integrate various systems into a collective whole to optimise institutional performance management Uses understanding of competing interests to manoeuvre successfully to a win/win outcome	
3	ADVANCED	Evaluate all activities to determine value and alignment to strategic intent Display in-depth knowledge and understanding of strategic planning Align strategy and goals across all functional areas Actively	

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		define performance measures to monitor the progress and effectiveness of the institution Consistently challenge strategic plans to ensure relevance Understand institutional structures and political factors, and the consequences of actions Empower others to follow strategic direction and deal with complex situations Guide the institution through complex and ambiguous concern Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	
2	COMPETENT	Give direction to a team in realising the institution's strategic mandate and set objectives Has a positive impact and influence on the morale, engagement and participation of team members Develop actions plans to execute and guide strategy implementation Assist in defining performance measures to monitor the progress and effectiveness of the institution Displays an awareness of institutional structures and political factors Effectively communicate barriers to execution to relevant parties Provide guidance to all stakeholders in the achievement of the strategic mandate Understand the aim and objectives of the institution and relate it to own work	
1	BASIC	Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate Describe how specific tasks link to institutional strategies but has limited influence in directing strategy Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole Demonstrate a basic understanding of key decision- makers	

7.9. For purpose of evaluating the performance of the Employee, an evaluation panel constituted by the following persons will be established in assessing the Managers reporting directly to the Municipal Manager:

- 7.9.1. Municipal Manager;
- 7.9.2. Chairperson of the Audit Committee;
- 7.9.3. Manager: Human Resources

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- 7.9.4. Member of the Executive Committee
- 7.9.5. Municipal Manager from another Municipality; and

8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1. The performance of each Employee in relation to his/her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	:July – September (2025)
Second quarter	:October – December (2025)
Third quarter	:January – March (2026)
Fourth quarter	:April – June (2026)

- 8.2. The Employer shall keep a record of the mid-year review and annual assessment meetings.
- 8.3. Performance feedback shall be based on the Employer's assessment of Employee's performance.
- 8.4. The Employer will be entitled to review and make reasonable changes to the provisions of Annexure 'A' from time to time for operational reasons. The Employee will be fully consulted before any such change is made.
- 8.5. The Employer may amend the provisions of Annexure A whenever the Performance Management System is adopted, implemented, and /or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

9. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing development gaps forms part of CMC's and COC's.

10. OBLIGATIONS OF THE EMPLOYER

- 10.1. The Employer shall:
 - 10.1.1. Create an enabling environment to facilitate effective performance by the Employee;
 - 10.1.2. Provide access to skills development and capacity building opportunities;
 - 10.1.3. Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
 - 10.1.4. On the request of the Employee delegates such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in term of this Agreement; and

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- 10.1.5. Make available to the Employee such resources as the Employee may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement.

11. CONSULTATION

- 11.1. The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others:
- 11.1.1. A direct effect on the performance of any of the Employee's functions;
- 11.1.2. Commit the Employee to implement or to give effect to a decision made by the Employer; and
- 11.1.3. A substantial financial effect on the Employer.
- 11.2. The employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1. The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 12.2. A performance bonus of 5% to 14% of inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.
- 12.3. The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of least twelve months (12) service at current remuneration package 30 June (end of financial year) subject to a fully effective assessment.
- 12.4. In the case of unacceptable performance, the Employer shall:
- 12.4.1. Provide systematic remedial or development support to assist the Employee to improve his or her performance; and
- 12.4.2. After appropriate performance and counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

- 13.1. Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by:
- 13.1.1. The MEC for Local Government and the Province within thirty (30) days of receipt of a formal dispute from the Employee; or
- 13.1.2. Any other person appointed by the MEC.

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13.1.3. In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.

14. GENERAL

14.1. The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be available to the public by the Employer.

14.2. Nothing in this agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.

Thus done and signed at Umeunbe on this the 10 day of October

(Month) _____ (Year) 2025

AS WITNESSES:

1. 



EMPLOYEE

2. 

AS WITNESSES:

1. 



EMPLOYER

2. 



PERSONAL DEVELOPMENT PLAN (PDP)

ENTERED INTO BY AND BETWEEN

**THE MUNICIPALITY OF UMZUMBE
AS REPRESENTED BY THE MUNICIPAL MANAGER**

MR. SHAKA CELE

[THE EMPLOYER]

AND

A CONTRACTUAL EMPLOYEE OF THE MUNICIPALITY

MRS. THOLAKELE NOTHILE HLENGWA

[THE EMPLOYEE]

PERIOD: 01 OCTOBER 2025 – 30 JUNE 2026

Personal Development Plan

1 PERSONAL DEVELOPMENT PLAN

1.1.1 A Municipality should be committed to:

- (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees and
- (b) managing training and development within the ambit of relevant national policies and legislation.

1.1.2 A Municipality should follow an integrated approach to Human Resource Management, that is:

- (a) Human Resource Development forms an integral part of human resource planning and management.
- (b) In order for training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals and career pathing.
- (c) To ensure the necessary linkage with performance management, the Performance Management and Development System provides for the Personal Development Plans of employees to be included in their annual performance agreements. Such approach will also ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs can be identified through performance management and appraisal.
- (d) Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development they can acquire the necessary competencies to prepare them for future positions. A comprehensive competency framework and profile for Municipal Managers are attached and these should be linked to relevant registered unit standards to specifically assist them in compiling Personal Development Plans in consultation with their managers.
- (e) Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality in a specific financial year and report on

progress made to the Local Government Sector Education and Training Authority.

1.1.3 The aim of the compilation of Personal Development Plans is to identify, prioritise and implement training needs.

1.1.4 Compiling the Personal Development Plan attached at Appendix.

(a) Competency assessment instruments, which are dealt with more specifically in Appendix 1 and 2, should be established to assist with the objective assessment of employees' actual competencies against their job specific competency profiles and managerial competencies at a given period in time with the purpose of identifying training needs or skills gaps.

(b) The competency framework and profiles and relevant competency assessment results will enable a manager, in consultation with his/her employee, to compile a Personal Development Plan. The identified training needs should be entered into column 1 of Appendix 1, entitled Skills/Performance Gap. The following should be carefully determined during such a process:

i. Organisational needs, which include the following:

- Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
- The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.
- Specific competency gaps as identified during the probation period and performance appraisal of the employee.

ii. Individual training needs that are job/career related.

(c) Next, the prioritisation of the training needs [1 to...] should be listed since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical/strategic training and development needs in the HR Plan, Personal Development Plans and Workplace Skills Plan.

- (d) Consideration must then be given to the expected outcomes, to be listed in column 2 of Appendix 1, so that once the intervention is completed the impact it had can be measured against relevant output indicators.
- (e) An appropriate intervention should be identified to address training needs/skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These should be listed in column 2 of Appendix 1, entitled: Suggested training and/or development activity in line with the National Qualifications Framework which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training/Human Resource Development/Skills Development Unit within the municipality whether unit standards have been developed and registered with the South African Qualifications Authority that are in line with the skills gap and expected outcomes identified. Unit standards usually have measurable assessment criteria to determine achieved competency.
- (f) Guidelines regarding the number of training days per employee and the nominations of employees: An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- (g) Column 4 of Appendix 1: The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training/development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study. [The official takes it upon him/her to read e.g. legislation]; internal or external training provision; coaching and/or mentoring and exchange programmes, etc.
- (h) The suggested time frames (column 5 Appendix 1) enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- (i) Work opportunity created to practice skill/development areas, in column 6 of Appendix 1, further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).
- (j) The final column, column 7 of Appendix 1, provides the employee with a support person that could act as coach or mentor with regards to the area of learning.

APPENDIX

Personal Development Plan of: Mrs Tholakele Nothile Hlengwa

Compiled on: 15 JULY 2025

1. Skills Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and /or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/ development area	7. Support Person

Signed and accepted by the Employee

Signed by the Municipal Manager

Date: _____

- 4.4. The Employee's performance will, in addition, be measured in Terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1. The Employee agrees to participate in the Performance Management System that the Employer adopts or introduces for the Employer, management, and municipal staff of the Employer.
- 5.2. The Employee accepts that the purpose of the Performance Management System will be to provide a comprehensive system with specific performance standards to assist the Employer, management, and municipal staff to perform to the standards required.
- 5.3. The Employer will consult the Employee about the specific performance standard that will be included in the Performance Management System as applicable to the Employee.

6. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS.

- 6.1. The Employee undertakes to actively focus towards the promotion and implementation of KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.
- 6.2. The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 6.2.1. The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Managerial Competencies (CMC's) respectively.
- 6.2.2. Each area of assessment will be weighted and will contribute a specific part to the total score.
- 6.2.3. KPA's covering the main areas of work will account for 80% and CMC's will account 20% of the final assessment.
- 6.3. The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.
- 6.4. The Employee should seek to meet the objectives and regulative standards set out in the District Development Model

KEY PERFORMANCE AREAS (KPA'S)					WEIGHTING
Basic	Service	Delivery	& Infrastructure		
Development					

Municipal Financial Viability and Management	30%
Good Governance and Public Participation	15%
Cross Cutting	10%
Total	100

The CMCs will make the other 20% of the Employee's assessment score.

CMC's that are deemed to be most critical for the Employee's specific job should be selected from the list below as agreed to between the Employer and Employee:

LEADING COMPETENCIES		
		WEIGHT %
Strategic Direction and Leadership	Impact and Influence	
	Impact and Influence Institutional Performance	
	Management Strategic Planning and Management	
	Organisational Awareness	
People Management	Human Capital Planning and Development	
	Diversity Management	
	Employee Relations Management	
	Negotiation and Dispute Management	
Program and Project Management	Program and Project Planning and Implementation	
	Service Delivery Management	
	Program and Project Monitoring and Evaluation	
Financial Management	Budget Planning and Execution	
	Financial Strategy and Delivery	
	Financial Reporting and Monitoring	
Change Leadership	Change Vision and Strategy	
	Process Design and Improvement	
	Change Impact Monitoring and Evaluation	
Governance Leadership	Policy Formulation	
	Risk and Compliance Management	
	Cooperative Governance	
TOTAL		10%
CORE COMPETENCIES		
		WEIGHT%
Moral Competence		
Planning and Organising		
Analysis and Innovation		
Knowledge and Information Management		
Communication		
Results and Quality Focus		
TOTAL		10%

EVALUATING PERFORMANCE

7.1. The Performance Plan (Annexure A) to this Agreement sets out:

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- 4.4. The Employee's performance will, in addition, be measured in Terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

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- 6.4. The Employee should seek to meet the objectives and regulative standards set out in the District Development Model

KEY PERFORMANCE AREAS (KPA'S)					WEIGHTING
Basic	Service	Delivery	&	Infrastructure	90
Development					

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KEY PERFORMANCE AREAS (KPA'S)	WEIGHTING
Basic Service Delivery & Infrastructure Development	90
Municipal Transformation and Institutional Development	10
Local Economic Development (LED)	
Municipal Financial Viability and Management	
Good Governance and Public Participation	
Cross Cutting	
Total	100

The CMCs will make the other 20% of the Employee's assessment score.

CMC's that are deemed to be most critical for the Employee's specific job should be selected from the list below as agreed to between the Employer and Employee:

LEADING COMPETENCIES		
		WEIGHT %
Strategic Direction and Leadership	Impact and Influence	
	Impact and Influence Institutional Performance	
	Management Strategic Planning and Management	
	Organisational Awareness	
People Management	Human Capital Planning and Development	
	Diversity Management	
	Employee Relations Management	
	Negotiation and Dispute Management	
Program and Project Management	Program and Project Planning and Implementation	
	Service Delivery Management	
	Program and Project Monitoring and Evaluation	
Financial Management	Budget Planning and Execution	
	Financial Strategy and Delivery	
	Financial Reporting and Monitoring	
Change Leadership	Change Vision and Strategy	
	Process Design and Improvement	
	Change Impact Monitoring and Evaluation	
Governance Leadership	Policy Formulation	
	Risk and Compliance Management	
	Cooperative Governance	
TOTAL		10%
CORE COMPETENCIES		
		WEIGHT%
Moral Competence		
Planning and Organising		
Analysis and Innovation		
Knowledge and Information Management		
Communication		
Results and Quality Focus		
TOTAL		10%

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5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1. The Employee agrees to participate in the Performance Management System that the Employer adopts or introduces for the Employer, management, and municipal staff of the Employer.
- 5.2. The Employee accepts that the purpose of the Performance Management System will be to provide a comprehensive system with specific performance standards to assist the Employer, management, and municipal staff to perform to the standards required.
- 5.3. The Employer will consult the Employee about the specific performance standard that will be included in the Performance Management System as applicable to the Employee.

6. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS.

- 6.1. The Employee undertakes to actively focus towards the promotion and implementation of KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.
- 6.2. The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 6.2.1. The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Managerial Competencies (CMC's) respectively.
- 6.2.2. Each area of assessment will be weighted and will contribute a specific part to the total score.
- 6.2.3. KPA's covering the main areas of work will account for 80% and CMC's will account 20% of the final assessment.
- 6.3. The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.
- 6.4. The Employee should seek to meet the objectives and regulative standards set out in the District Development Model

KEY PERFORMANCE AREAS (KPA'S)	WEIGHTING
Basic Service Delivery & Infrastructure Development	30%
Municipal Transformation and Institutional Development	10%
Local Economic Development (LED)	5%

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the work must be achieved. The weightings show the relative importance of the key objectives to each other.

- 4.4. The Employee's performance will, in addition, be measured in Terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1. The Employee agrees to participate in the Performance Management System that the Employer adopts or introduces for the Employer, management, and municipal staff of the Employer.
- 5.2. The Employee accepts that the purpose of the Performance Management System will be to provide a comprehensive system with specific performance standards to assist the Employer, management, and municipal staff to perform to the standards required.
- 5.3. The Employer will consult the Employee about the specific performance standard that will be included in the Performance Management System as applicable to the Employee.

6. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS.

- 6.1. The Employee undertakes to actively focus towards the promotion and implementation of KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.
- 6.2. The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 6.2.1. The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Managerial Competencies (CMC's) respectively.
- 6.2.2. Each area of assessment will be weighted and will contribute a specific part to the total score.
- 6.2.3. KPA's covering the main areas of work will account for 80% and CMC's will account 20% of the final assessment.
- 6.3. The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.
- 6.4. The Employee should seek to meet the objectives and regulative standards set out in the District Development Model

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KEY PERFORMANCE AREAS (KPA'S)	WEIGHTING
Basic Service Delivery & Infrastructure Development	90
Municipal Transformation and Institutional Development	10
Local Economic Development (LED)	
Municipal Financial Viability and Management	
Good Governance and Public Participation	
Cross Cutting	
Total	100

The CMCs will make the other 20% of the Employee's assessment score.

CMC's that are deemed to be most critical for the Employee's specific job should be selected from the list below as agreed to between the Employer and Employee:

LEADING COMPETENCIES		
		WEIGHT %
Strategic Direction and Leadership	Impact and Influence	
	Impact and Influence Institutional Performance	
	Management Strategic Planning and Management	
	Organisational Awareness	
People Management	Human Capital Planning and Development	
	Diversity Management	
	Employee Relations Management	
	Negotiation and Dispute Management	
Program and Project Management	Program and Project Planning and Implementation	
	Service Delivery Management	
	Program and Project Monitoring and Evaluation	
Financial Management	Budget Planning and Execution	
	Financial Strategy and Delivery	
	Financial Reporting and Monitoring	
Change Leadership	Change Vision and Strategy	
	Process Design and Improvement	
	Change Impact Monitoring and Evaluation	
Governance Leadership	Policy Formulation	
	Risk and Compliance Management	
	Cooperative Governance	
TOTAL		10%
CORE COMPETENCIES		
		WEIGHT%
Moral Competence		
Planning and Organising		
Analysis and Innovation		
Knowledge and Information Management		
Communication		
Results and Quality Focus		
TOTAL		10%

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KEY PERFORMANCE AREAS (KPA'S)	WEIGHTING
Basic Service Delivery & Infrastructure Development	90
Municipal Transformation and Institutional Development	10
Local Economic Development (LED)	
Municipal Financial Viability and Management	
Good Governance and Public Participation	
Cross Cutting	
Total	100

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	Financial Strategy and Delivery	
	Financial Reporting and Monitoring	
Change Leadership	Change Vision and Strategy	
	Process Design and Improvement	
	Change Impact Monitoring and Evaluation	
Governance Leadership	Policy Formulation	
	Risk and Compliance Management	
	Cooperative Governance	
TOTAL		10%
CORE COMPETENCIES		
		WEIGHT%
Moral Competence		
Planning and Organising		
Analysis and Innovation		
Knowledge and Information Management		
Communication		
Results and Quality Focus		
TOTAL		10%

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Municipal Transformation and Institutional Development	10
Local Economic Development (LED)	
Municipal Financial Viability and Management	
Good Governance and Public Participation	
Cross Cutting	
Total	100

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	Employee Relations Management	
	Negotiation and Dispute Management	
Program and Project Management	Program and Project Planning and Implementation	
	Service Delivery Management	
	Program and Project Monitoring and Evaluation	
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	Financial Reporting and Monitoring	
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	Change Impact Monitoring and Evaluation	
Governance Leadership	Policy Formulation	
	Risk and Compliance Management	
	Cooperative Governance	
TOTAL		10%
CORE COMPETENCIES		
		WEIGHT%
Moral Competence		
Planning and Organising		
Analysis and Innovation		
Knowledge and Information Management		
Communication		
Results and Quality Focus		
TOTAL		10%

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DISCLOSURE FORM FOR BENEFITS AND INTERESTS

I, the undersigned (Surname and Initials) Hlangwa TN
Postal Address 62 Forestdrive Foresthills
Residential Address Kloof 3610 Same as postal Address
Position held CFO
Tel: 066 2921158 Fax: _____

hereby certify that the following information is complete and correct to the best of my knowledge:

1. Shares, securities and other financial interests (not bank accounts with financial institutions)

Number of shares/extent of financial interest	Nature	Nominal value	Name of Company/Entity
N/A			

2. Interest in a Trust

Name of Trust	Amount of remuneration/income
N/A	

3. Membership, directorship and partnerships

Name of corporate entity, partnership or firm	Type of business	Amount of remuneration/income
Nehemiyah Consulting	PTY LTD	N/A
Phudokwane	Co-operative	N/A

4. Remunerated work outside the municipality

Name of employer	Type of work	Amount of remuneration/income
N/A		

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SIGNATURE BY THE MUNICIPAL MANAGER

Date 10/10/2025

5. Consultancies, Retainerships and Relationships N/A			
Name of client	Nature	Type of business activity	Value of any benefits received

6. Subsidies, Grants and Sponsorships by any organisation N/A		
Source of assistance	Description of assistance	Value of assistance

7. Gifts, Hospitality from source rather than a family member N/A		
Description	Value	Member

8. Land and Property			
Description	Extent	Area	Value
House	± 2000 m ²	Kloof	± R2 000 000
Land	± 4000 m ²	Crestholme	R500 000



SIGNATURE OF EMPLOYEE

DATE 06/10/2025

PLACE Hlabedene



SIGNATURE OF MUNICIPAL MANAGER

DATE 06/10/2025

PLACE _____